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## Official Diary

Thursday, 21 August 1952

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3. Mr. Dulles commented on [ ] suggestion of panels on various areas, representing the views of O/CI, O/NE, and the Operational Offices. I explained that we were accomplishing this at present on such areas as Iran, for example, but I would very much prefer to have such questions referred to me so that I would have the opportunity to organize an ad hoc group competent for the particular problem under consideration. In view of the range and complexity of the problems which arose, it would be impossible to form workable panels competent to handle all such questions. I emphasized the efforts that we are making to draw the operational people and the intelligence they possess into the stream of the evaluating processes.

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5. Informed the Director, at the Deputies' meeting, that [ ] would likely succeed [ ]

6. As instructed by the DCI, phoned Admiral O'Neill, Commandant of the Coast Guard, and received his assurance that the arrangements made for intelligence support through Navy were satisfactory. I requested him to get in touch with us if at any time in the future he was not satisfied with the way these arrangements were working.

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8. Attended O/SI meeting as to the implementation of a report of the ad hoc Scientific and Technical Committee and DCID 3/4. I emphasized the scope of the responsibility that had been assigned to O/SI, which included not only basic sciences but also all applied research which had a bearing thereon. I also emphasized the recognition of the Committee that working conferences should continue in the various fields and pointed out that such a conference could be formally organized and could meet so as to be indistinguishable in all but name from a working committee. I pointed out further that the implementation of this Directive was a matter of great delicacy and that it was imperative that O/SI operate with the will to make a coordinated system work. I conceded that this was a more difficult way to operate than under present existing directives, but emphasized that O/SI's operations would have to be brought into line with the over-all pattern of intelligence coordination. I indicated, frankly, my concern as to whether the Services would be able to fulfill the responsibilities they had accepted, but reminded O/SI of the imperative necessity that the Services be given a fair chance to do so. Above all, it was important that the Division Chiefs and all dealing with the Services understood the heavy responsibility upon them to make this system work and to conduct themselves accordingly. I would be extremely impatient with insistence on petty points, such as who is to chair a particular committee. I refused to give a detailed memorandum of interpretation and clarification because it was up to O/SI to work out the detailed procedures and such a memorandum could not be written until that had been done. In line with this discussion, I later informed [redacted] that I would return the tentative memorandum of principles under which O/SI would operate hereafter, as drafted by [redacted] although I did undertake to indicate those portions of the memorandum with which I disagreed. As an example, I mentioned the paragraphs of the memorandum indicating that the solution arrived at by the ad hoc Committee was in direct conflict with previous surveys of the scientific and technical field. I believed that the solution arrived at was consistent with these prior recommendations, although its implementation would require somewhat different approach than had hitherto been used.

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